

**RMA Pilot Project
Monthly Report
January 2001**

1. January 3: The RMA Team met with ITSD to discuss the activation problems we experienced with the first group of participants when we tried to configure their computers so they could use ForeMost. ITSD assured us that the problems had been identified and that solutions had been developed so we would not experience these problems again.
2. January 4: The RMA Team met to discuss administration of the ForeMost database containing the electronic records that participants are filing. We discussed the types of reports we wanted to generate about usage of the software, and disposition procedures for documents that have met their retention requirements. We decided to bring a consultant in from Provenance to teach the team how to perform more advanced administrative functions.
3. January 9-10: The participants (20 people) from Mail and Delivery/Materials Management Services attended introductory training.
4. January 11-26: Mimi Dionne and Deb Gouin began activating the accounts for the newly trained participants and discovered that the ForeMost software had not been deployed to their computers, as had been requested in December. They contacted ITSD, and ITSD began deploying the software. Once the software was deployed, new problems were discovered when they tried to configure the software connection with the server. They worked with ITSD to resolve these problems. In some cases, additional problems were discovered. Some of the ForeMost macros were not properly installed because the client stations had other applications running at the time of deployment, some client stations had older versions of other software applications, some client stations had the wrong screen resolution settings, and some were missing "c:\temp" files. Once these problems were identified they were resolved. Deb and Mimi are generating a list to ensure that ITSD checks client stations for these issues before the ForeMost software is deployed in the future.
5. January 17: Jim Kinsella and Deb Gouin gave a presentation about the RMA Project at the monthly meeting of the Detroit ARMA chapter.
6. January 18: Mimi Dionne gave a presentation about the RMA Project at the monthly meeting of the Mid-Michigan ARMA chapter.
7. January 19: The RMA Team met to discuss cultural change issues that our participants are experiencing. As we expected, we are noticing that participants are slowly adjusting to the file plan that they are assigned to use; and that they do not always know which documents they should be filing. Before ForeMost was installed, these participants rarely gave much thought to which of their document were records, and whether they were responsible for filing them into a formal recordkeeping system. This adjustment in the thought process will take time, and the project team discussed techniques we can use to help the participants. We also discussed case studies where we have found that ForeMost improves the way participants perform their jobs.
8. January 23-24: The RMA Team attended training about how to run queries on the documents in the ForeMost repository. We learned how to audit the use of the software, and how to implement the disposition of documents in the repository after they have met their retention requirements. We also tested new ways to make the filing of documents into ForeMost easier and faster.
9. January 26: The RMA Team met with ITSD to discuss the problems that were experienced

with the activation of ForeMost on the computers of the second group of participants. ITSD informed us that DMB is switching its servers to new software, and this switch caused unanticipated problems. We discussed a better methodology for configuring the client desktops so they can use ForeMost. ITSD will be responsible for ensuring that ForeMost is installed by the requested date, and that client stations are on (with no applications running) at the time of software deployment. ITSD will also be responsible for configuring the client stations so they can access ForeMost. We will schedule the deployment and configuration activities with ITSD, and we now have the name of a contact person we can confirm our service request with. After ITSD has fulfilled its responsibilities, Mimi and Deb can visit the participants to activate their ForeMost accounts and help them start using the software.

10. The RMA Team worked with ITSD and Provenance to configure a laptop as both a ForeMost server and client, so it can be used by the team for demonstrations of the software.

Accomplishments/Tasks Completed

- 20 participants attended introductory training in January.
- 45 participants are now using ForeMost.
- Two presentations were given about the project to groups outside of Michigan government.

**RMA Pilot Project
Monthly Report
February 2001**

1. February 1: Jim Kinsella and Rob Sarro from Allegan County gave presentations to the Michigan City Managers Association about the RMA Project. Approximately 50 people attended. Two attendees of this presentation contacted the project team after the conference to get more information.
2. February 1 and 16: The project team met to discuss filing principles and how the RMA should/should not change the way documents are managed. We discussed whether drafts, convenience copies and other nonrecords should be filed into ForeMost if the user has a business need to do so. We discussed how this would impact the administration of retention periods, and the size of the repository. We further discussed if these documents should be filed according to their content, or into a generic "transitory" file with a 30-day retention period. Another topic that the team discussed was whether the retention period should be displayed next to the file name, and whether this might encourage users to file their documents according to how long they want them retained, and not according to legal requirements. The project team is encouraging the participants to view ForeMost as a business tool, instead of as a records management tool, because we understand that the use of a RMA cannot be "sold" to state government on its merits for managing records if it does not add value to the agency's ability to perform its daily work.
3. February 6-8: Mimi Dionne and Deborah Gouin worked on developing a file plan for Print and Graphics Services.
4. February 7: ITSD configured and installed ForeMost on the workstations of the third group of participants. There were no problems with the installation or configurations ITSD completed. The project team activated these users' accounts on February 16 and 20.
5. February 9 and 12: The participants from Print and Graphics Services attended introductory training.
6. February 12 and 21: The project team held a focus group meeting with the users of the Records and Forms Management Division to discuss their perceptions of ForeMost, now that they have been using the software for 2 months. The users were polled informally to determine how much they were using the software. Some users discussed how ForeMost has helped them with their work, and some users are unhappy with the extra effort involved in filing. We also discussed proposed modifications to the file plan, such as the elimination of tertiary level filing, unless there is a business need for it.
7. February 13: Jim Kinsella and Mimi Dionne demonstrated ForeMost at the RMO Quarterly meeting. The standalone client/server laptop is now working for demonstration purposes. An imaginary file plan has been installed on the laptop.
8. February 15: The project team demonstrated ForeMost in the lobby of the Cass Office Building at an "open house" showcasing how Michigan's records management program is preventing the inappropriate destruction of government records. The open house was well-attended by state employees, and generated a lot of positive interest.
9. February 21: Mimi met with Print and Graphics Services to discuss business process improvements that may be acquired using ForeMost.
10. February 21 and 27: Members of the project team worked on designing reports from ForeMost.

11. February 28 through March 2: Caryn Wojcik attended an Advisory Board meeting at the San Diego Supercomputer Center to discuss XML encapsulation as a preservation tool for electronic records. She demonstrated ForeMost at the board meeting.

Accomplishments/Tasks Completed

- 7 participants attended introductory training.
- 55 participants are now using ForeMost.
- Approximately 9950 documents have been filed into ForeMost so far.
- Tora Bikson submitted qualitative and quantitative reports analyzing baseline data that was collected about the project participants before they received ForeMost.
- Two business process improvements have been identified within the Records and Forms Management Division through the use of ForeMost, they are: an improved workflow for the transfer of new boxes to Records Center, and an elimination of the paper reports that are generated when new boxes are scanned to the Records Center's shelves (the electronic version stored in ForeMost is full-text searchable, which is easier to access than the paper).

**RMA Pilot Project
Monthly Report
March 2001**

1. February 28 through March 2: Caryn Wojcik attended an Advisory Board meeting at the San Diego Supercomputer Center (SDSC) to discuss XML encapsulation as a preservation tool for electronic records. She demonstrated ForeMost at the board meeting. Mark Conrad from NHPRC suggested that Michigan and the SDSC collaborate on a new grant project funded by NHPRC to develop and test a model for preserving the electronic records that are stored in ForeMost. We agreed that this would be a good idea, and Caryn began meeting with SDSC to discuss the details of the project.
2. March 5: The project team worked on revising the Records and Forms Management Division's file plan.
3. March 6: The project team held a focus group meeting with the RMA users from Administration/Business Services. Their primary response to ForeMost is that it does not provide them with any functionality that they need, which they do not already have. This group of users already had detailed and well-defined file plans, and actively shared files stored on their network server, before ForeMost was installed. We discussed a specific business process that might be improved with the help of ForeMost, COM production billing, and they agreed to try to use the software for this process.
4. March 9: The project team held its first bi-weekly team meeting. Issues discussed included the project web page, file plans and focus group meetings.
5. March 9: The project team held a focus group meeting with the RMA users from State and Federal Surplus (Mail and Delivery Services/Materials Management). We discussed the need for users to trust that they can access their records after they are stored in the repository before they will agree to use the software. We discussed a specific business process that might be improved with the help of ForeMost, drafting the MiBid 6 month progress report, and they agreed to try to use the software for this process.
6. March 13: The project team held a focus group meeting with the RMA users from Mail and Delivery Services. We discussed their confusion about which documents should be filed into ForeMost, and by whom. We discussed a specific business process that might be improved with the help of ForeMost, storing digital images of certified mail documents, and they agreed to try to use the software for this process.
7. March 13: The project team held a focus group meeting with the RMA users from the Consolidated Print Center. We discussed changes that they wanted made to their file plan, and their desire to have a "SuperUser" within their agency who could add new files to the file plan as needed. We discussed a specific business process that might be improved with the help of ForeMost, storing project job tracking tickets for customers, and they agreed to try to use the software for this process.
8. March 13: The project team discussed the feedback that had been received thus far from the various focus group meetings. We felt that the meetings had been very informative and beneficial. We discussed the designation of "SuperUsers" and what their roles/responsibilities would be. We also discussed how we might have altered the implementation of ForeMost if we could go back in time, knowing what we know now. For example, we would have:
 - given the project team more time to learn the software ourselves before we shipped it to

- others;
 - provided real demonstrations of the software to the users before we began designing their file plans;
 - identified specific business processes that might be improved with the help of ForeMost before we trained users how to use the software, so we could focus their use on those processes first (believing that once they see the benefit to one process, they will use it for others);
 - asked the agency directors to designate a SuperUser at the beginning of the project, and we would have trained the SuperUsers first; and
 - written disposition procedures tested and in place before records were filed into the repository by users.
9. March 20: Mimi Dionne provided a demonstration of ForeMost at the quarterly Electronic Records Committee meeting.
 10. March 21: The project team met to determine how SuperUser accounts would be created, and how they would be trained.
 11. March 26: Bi-weekly team meeting discussion topics included: implementing ForeMost in the DMB Director's office, disposition procedures, revising the RFMD file plan, and questions for Provenance.
 12. March 28-30: The project team converted the old RFMD file plan to the new one. Each document in the repository had to be moved to the new file individually, this was very time-consuming.
 13. March 30: Caryn participated in a conference call with the Provenance CTO to discuss collaboration on the second NHPRC grant project.

Accomplishments/Tasks Completed

- 43 of the 61 project participants have filed at least one document into ForeMost.
- Approximately 14,325 documents have been filed into ForeMost so far.
- Caryn began drafting a second NHPRC grant proposal.
- RFMD users designed a new file plan, now that they better understand how file plans work.
- Focus group meetings were held with most of the users.
- The project team began meeting bi-weekly.

**RMA Pilot Project
Monthly Report
April 2001**

1. April 3: Jim Kinsella and Debbie Gearhart made a presentation on the RMA Project to the ARMA ISG mid-year meeting in Atlanta, Georgia. Over 60 people attended the session.
2. April 6: The project team held a focus group meeting with the RMA users from Print and Graphics Services. We discussed the RMA listserv as a mechanism for sharing information with the users. We discussed specific business processes that might be improved with the help of ForeMost, storing position descriptions and job tickets, and they agreed to try to use the software for these processes.
3. April 9: Project team met to discuss disposition procedures for records stored in the RMA, generating reports using ForeMost and Crystal Reports, and the role of SuperUsers.
4. April 12: Caryn provided a demonstration of ForeMost to the Michigan Historical Commission at their monthly meeting.
5. April 13: The project team met with Sandra Clark, Joyce VanCoevering, Debbie Gearhart and Dave Johnson to discuss our vision for the project as a whole, and where the team's vision intersects with our target audiences' vision. We also discussed what activities were essential during the next year if the project is to be viewed successful by both the team and our target audiences. The consensus was that this was a useful exercise for mapping and ranking activities for the second year of the project.
6. April 17: The project team held its first meeting with the SuperUsers to discuss their role in the project. One of the SuperUsers, Kevin Lancto, told us that he is now using ForeMost for all records related to a specific business process, and he thinks it is very easy to use. In fact, he no longer thinks about the steps involved in using ForeMost, because it is routine for him now. He also stated that retrieving records using ForeMost is easier than retrieving paper files.
7. April 20: Caryn, Mimi and Deb started mapping the process that will be used to transfer and accession the archival records that are stored in the RMA to the State Archives.
8. April 23: The project team met to discuss the tactics we are using to sell the RMA as a business process improvement tool. We want potential users to be able to independently identify potential improvements for their office that could be realized with the software. A new approach was identified: to develop a list of questions that will help potential users determine if there is a need for a business process improvement.
9. April 24: The project team held a focus group meeting with the RMA users from the Records and Forms Management Division to discuss how their use of ForeMost has changed in the past month since we last met. There is still resistance to the product and a reluctance to use Foremost. Further work must be done on an individual basis to find ways to take advantage of ForeMost and to integrate it into their business processes.
10. April 26: The project team trained the SuperUsers about some advanced features of ForeMost.
11. April 30: Six people from the Ohio Historical Society and Ohio state government visited to see our installation of ForeMost and discuss our pilot project.
12. April 30: When the project team installed ForeMost we identified various features of the software that we believed could be improved. As a result, we made several suggestions for improvement (SFIs) to Provenance. Provenance informed us that some of these SFIs

would be included in the first service pack that would be released for ForeMost Enterprise 2.0. Initially, we were told that the service pack would be released by January 2001. Later we were told it would be released during the first quarter of 2001. Provenance finally informed us that the service pack would be released today as ForeMost Enterprise 2.1, and that it would be mailed out immediately. We still do not know if our SFIs have been incorporated into the new version, and therefore make the product easier for our users to use.

Accomplishments/Tasks Completed

- Additional focus group meetings with users.
- Presentation at ARMA ISG mid-year meeting in Atlanta, Georgia.
- Demonstration for Ohio Historical Society.
- SuperUsers attended advanced ForeMost training.

**RMA Pilot Project
Monthly Report
May 2001**

1. May 2, 7, 15: Mimi provided additional advanced training to the SuperUsers.
2. May 4: Jim and Caryn spoke at the Midwest Archives Conference Spring meeting about the RMA project. They provided an overview of the project's goals and progress, and a demonstration of the ForeMost software.
3. May 7: The project team met with the records analyst staff to discuss their role as model users of RMA software. We also discussed ways to encourage greater use of the software among the project users.
4. May 11-25: If we want to expand the project to phase II in the DMB Director's office, we will need the authorization of Duane Berger, DMB Acting Director. Duane wants to see quantifiable business process improvements among the first user group before he provides this authorization. The project team began a series of daily meetings to develop materials that can be used to demonstrate the benefits of RMA software. These daily meetings were held between May 11- 25. At these meetings the team assembled a list of business process improvements (BPIs) that have been observed since ForeMost was installed. The BPIs were separated to identify those that are specific to a particular function, compared to those that are more general in nature. Next, the team identified ways to measure these BPIs in units of time, money and cycle time. A spreadsheet with these formulas was created so Mimi and Deb could interview the project participants involved in these BPIs and gather the information needed to quantify the BPIs.
5. May 14: Three new users attended introductory ForeMost training.
6. May 14: Jim and Caryn met with Sandra Clark and Dave Johnson to discuss the progress of the project and our plans for phase II of the project. We decided to develop a survey that we could send to non-RMA users about their management of e-mail. Jim has begun a new "20 is Plenty" campaign aimed at reducing the amount of e-mail that people keep un-filed in their inboxes. We want to use the e-mail survey to demonstrate a need for better management of e-mail. The results of this survey will be used in an upcoming meeting with Duane (not scheduled yet) about phase II of the project.
7. May 16: Jim provided a progress report about the RMA project at the RMO quarterly meeting.
8. May 21-23: Caryn sent yet another e-mail message to TrueArc requesting information about the release of ForeMost Enterprise 2.1, the suggestions for improvement we provided, and some problems we have had with the software. In this message, Caryn reminded TrueArc that their failure to promptly respond to our questions would be reported in our monthly and quarterly progress reports. On May 22, after receiving this warning, TrueArc finally responded with substantive information. On May 23, Jim notified TrueArc that he is very disappointed in their responsiveness and their customer service.
9. May 23: Mimi and Deb gave a presentation about the RMA project at the annual meeting of the Michigan Association of County Administrative Officers. Rob Sarro from Allegan County also discussed his implementation of RMA software.
10. May 25: The disks and instructions that are required to install ForeMost Enterprise 2.1 arrived in the mail. ITSD will begin installing the new version in June.
11. May 30: The project team met with Shirley Ragsdale and Sue Reed, secretaries in the

DMB Director's office, to identify potential BPIs that her office may see when ForeMost is installed.

12. May 31: Narrative and financial progress reports were submitted to NHPRC.
13. May 31: The San Diego Supercomputer Center (SDSC) submitted a new grant proposal to NHPRC requesting funds for a collaborative project with the State of Michigan. This new project would develop and test models for preserving the electronic records that are captured in a RMA's repository. If funded, Jim and Caryn will work on this project with the SDSC.

Accomplishments/Tasks Completed

- Three presentations about the project were given.
- BPIs observed since the installation of ForeMost were identified and measured.
- ForeMost Enterprise 2.1 was delivered.
- A new grant proposal to NHPRC was submitted.
- The project team has begun writing an article about the project that will be submitted for publication.

**RMA Pilot Project
Monthly Report
June 2001**

1. June 1: Caryn talked with Richard Marcus at the National Archives about their installations of ForeMost. They spoke for about an hour about their experiences with the product and the vendor, and it was a very beneficial conversation. Richard may try to visit Lansing to see Michigan's installation.
2. June 4: The project team held its bi-weekly meeting and discussed an e-mail flowchart we are trying to develop that demonstrates why it is easier to manage e-mail with ForeMost. We also discussed the business process improvements (BPIs) we are measuring to justify implementation of phase II of the project.
3. June 18: The project team held its bi-weekly meeting and analyzed which of the project participants are using ForeMost and why. We decided not to focus on improving usage among individual participants. Some of the low/non activity participants probably do not need a RMA, because they do not create a lot of electronic records. Instead we decided to focus on identifying and working on potential BPIs that can take advantage of ForeMost, and therefore increase usage.
4. June 19: Jim provided a status report about the RMA project at the quarterly Electronic Records Committee meeting.
5. June 20: Reagan Moore, of the San Diego Supercomputer Center, and Tim Shinkle, CTO of TrueArc, visited Lansing and met with the project team to discuss the new grant project that has been submitted to NHPRC. The meeting was generally an orientation about existing projects, and an overview of the goals of the new project.
6. June 21: Jim and Caryn spoke at the Michigan Archival Association annual meeting about the RMA project. The audience asked so many good questions that we almost ran out of time to provide a demonstration of ForeMost.
7. June 25: The project team met with the SuperUsers to discuss potential BPIs that could be worked on that would improve usage of ForeMost among their co-workers.
8. June 26: Jim provided an update about the project to the Department of Transportation's EDM team that is preparing to install iRims.

Accomplishments/Tasks Completed

- Presentation was given at the MAA annual meeting.

**RMA Pilot Project
Monthly Report
July 2001**

1. July: In late June the project participants observed that ForeMost was not performing well in the afternoons (both searching and filing functions were slow). It was determined that the index had been corrupted and needed to be re-built. Rebuilding the index and changing the frequency of its operation did fix that problem. However, a new problem was observed. Since the index was rebuilt, the version control feature has stopped working for non-email documents, using the normal re-filing method. With the assistance of TrueArc, the project team has attempted to identify the source of the problem and correct it, with no success. On August 2 a member of TrueArc's technical support staff will visit Lansing to inspect the server and client installations and try to fix the problem. The timing of this problem was exceptionally bad, because the project team had just convinced some reluctant users to use the version control feature for a specific document they were creating as a group.
2. July 2: RMA team meeting.
3. July 11-13: Tora Bikson, our BPA consultant visited Lansing. On the first day she met with the project team to discuss the progress of the project, and then she began interviewing select project participants. She will submit a written report of her findings to the project team soon, but her initial findings concluded that:
 - Focusing on potential business process improvements is good.
 - We need to stress the necessity of records management for electronic records.
 - Despite repeated instruction, users still do not believe they understand what a record is and what they are responsible for filing.
 - We should promote peer pressure as a tool to get more people to file their records.
 - Users think the training and personal attention has been great.
4. July 16: RMA team meeting. The project team also met with the Administrative/Business Services employees and all of the division directors to discuss increased use of ForeMost to improve the way that e-mail is managed.
5. July 17: The RMA team held a conference call with TrueArc to discuss AutoRecords for GroupWise and an improved Excel macro that would support the filing of linked spreadsheets.
6. July 18: ForeMost Enterprise 2.1 was installed. Several delays and deployment problems occurred, because ITSD had not tested the tool they wanted to use to install the software. ITSD also failed to assign technicians to the work sites. Deb visited each user's desktop to assist ITSD with the deployment, and to teach the users the new features of the software. This process took several days, and multiple attempts to successfully install the upgrade.
7. July 19: Jim and Caryn gave a presentation and demonstration about the project at the annual NAGARA conference.
8. July 23: The ForeMost Web Edition was launched on the DMB Internet test site for the RMA team to evaluate.
9. July 25: The project team met with Mail and Delivery to discuss potential BPIs. The processes that were discussed for improvement included: Express Mail Tracking, ID Mail Receipts, e-mail management, and Records Center Deliveries.
10. July 30: RMA team meeting--we discussed Caryn's evaluation of the ForeMost Web

Edition. The user interface is not friendly, it cannot file e-mail, the records administrator functions cannot be accessed, and the search feature does not work as well. Overall, we are very disappointed with the quality of this product.

Accomplishments/Tasks Completed

- Tora Bikson completed a second round of participant interviews.
- Presentation was given at the NAGARA annual meeting
- ForeMost Enterprise 2.1 and the Web Edition were installed.

**RMA Pilot Project
Monthly Report
August 2001**

1. August 2: A TrueArc employee visited Lansing to inspect our client and server installations to try to identify why the version control feature of ForeMost stopped working on June 25. While he did gather information, he was not able to identify the cause of the problem or suggest a solution.
2. August 5: The Executive Order and various laws signed by Governor Engler to create the new Department of History, Arts and Libraries went into effect. The State Archives of Michigan is part of this new department.
3. August 9: Governor Engler issued an Executive Order creating a new Department of Information Technology (DIT) to centralize all IT administrative and technical support functions. As a result of this order, the Department of Management and Budget will no longer have responsibility for shaping and issuing IT policy and standards. The new DIT should provide our electronic records initiatives with new opportunities to address record retention and preservation issues, but it also means that we need to formulate a new strategy for approaching the IT community. The order will take effect in October 2001.
4. August 6: Jim notified the Records and Forms Management Division employees that they should no longer use the shared network drive to store their electronic documents. All documents should be filed into ForeMost, and exceptions had to be justified.
5. August 10: The Records and Forms Management Division employees held a series of meetings to discuss ways that various business processes within the division can be streamlined, and possibly improved with the assistance of ForeMost. The brainstorming sessions identified several opportunities for improvement.
6. August 13: At the RMA team meeting we decided that we wanted to install and evaluate ForeMost AutoRecords for GroupWise, a tool that uses artificial intelligence to file e-mail for RMA users. We decided to start with a limited installation and expand if it proved useful. Caryn contacted TrueArc to discuss acquisition of the software.
7. August 14: NHPRC sent the San Diego Supercomputer Center the peer reviewer comments for our collaborative grant proposal. The comments were very positive, though some of the questions in the reviews indicated a need to better clarify certain issues. Caryn worked with the staff at SDSC to draft a response to the comments and make adjustments to the budget. These will be submitted to NHPRC next month along with a revised plan of work and timeline to reflect a delay in the start date that will accommodate Caryn's maternity leave in Winter 2002.
8. August 20: The RMA team met with the SuperUsers to discuss continued efforts to identify business process improvements using ForeMost. The SuperUsers identified three factors that inhibit their ability to use ForeMost: the lack of drag and drop filing for e-mail in GroupWise (TrueArc wants to charge Michigan \$50,000 to develop this feature), uncertainty about which file a document should be stored in (defined as a user problem, not a file plan problem), and lack of knowledge about searching techniques (training is already offered by Mimi and Deb). The SuperUsers agreed to pursue additional training on searching, and encouraged the team to install AutoRecords quickly.
9. August 22: The Records and Forms Management Division and the State Archives have been working for several years to develop e-mail guidelines for state government. A version of

these guidelines was issued by the Department of State a year ago for local governments, but we have not received authorization from DMB to issue them for state government. Jim and Caryn met with Joyce, Sandra and Dave to discuss our strategy for gaining this authorization. Our plan was to convince Duane Berger, Director of DMB, to issue the guidelines and we developed a series of tools to argue our case, including an analysis of Michigan law and a list of other states with policies or guidelines. We believe that it will be difficult to argue to administrators that there is a need to manage electronic records, such as e-mail, using a RMA without these e-mail guidelines in place.

10. August 22: Jim sent a letter to the President and CEO of TrueArc to inform him about the unresolved problem we are experiencing with the version control feature of ForeMost. On August 27 Caryn forwarded this letter to the ForeMost users group.
11. August 23: Dave, Jim and Caryn met to begin discussing new strategies for our joint electronic records program. Among the topics we discussed was the need for an enterprise-wide implementation plan for RMAs.
12. August 27: At the RMA team meeting we discussed the impact of taking a reactive, instead of proactive, approach with the RMA users. Until now, Mimi and Deb have been responsible for visiting the users and encouraging them to use the RMA software. We want to analyze how the users will respond if we back off, and simply react to their questions and requests for assistance.
13. August 27: Duane Berger cancelled the meeting to discuss the issuing of e-mail guidelines for state government. He believes that we need to have the Attorney General clarify the legal status of e-mail with an opinion before anything is issued. Coincidentally, the Detroit News ran an editorial in their August 26 paper that criticized the State of Michigan for failing to have an e-mail policy that protected e-mail from being destroyed before its retention requirements were met.
14. August 28: Jim and Caryn gave a presentation to the new director and deputy director of the Department of History, Arts and Libraries, Bill Anderson and Mark Hoffman, about the RMA project. We encouraged them to install a RMA in their office as a way of demonstrating the value of good electronic records management. They indicated that they appreciated the proposal and will consider it.

Accomplishments/Tasks Completed

- Presentation to Bill Anderson and Mark Hoffman about using the Department of History, Arts and Libraries as an executive-level test site for ForeMost for Phase II of the pilot project.

**RMA Pilot Project
Monthly Report
September 2001**

1. September 10: At the RMA team meeting we discussed tasks and objectives that need to be completed by the end of the pilot project, and assigned team members to work on the various activities.
2. September 12: Jim and Caryn held a conference call with TrueArc to discuss the status of the version control problem and the use of AutoRecords within the pilot project. TrueArc still has not identified the cause of our version control problem or a method for fixing it. In addition, since AutoRecords for GroupWise is still a beta product, it is unlikely we will use it.
3. September 17: The project team met with Dave Johnson and Debbie Gearhart to discuss enterprise-wide implementation planning. We discussed the issues that would need to be addressed if we received a mandate and resources to implement RMAs.
4. September 19: The project team met with the directors of the various divisions within OSS to discuss methods of disposing of electronic records in the ForeMost repository once they have met their retention period. We agreed to a format for the disposition report and a review/approval procedure. Disposition reports for each of the divisions were distributed after the meeting.
5. September 19: Sandra Clark informed us that Bill Anderson, Director of the Department of History, Arts and Libraries (HAL), has agreed to install ForeMost within the department. Bill and approximately 20 of his direct reports, and the staff of the State Archives, will receive and use ForeMost. As a result, HAL will serve as the test site for phase II of the pilot project, instead of the DMB director's office.
6. September 21: The project team met to discuss techniques for using our BPI spreadsheet. We want to be sure that we communicate effectively with people about how the BPIs were identified and measured, and how they relate to other business processes.
7. September 24: At the project team meeting we discussed our implementation plan for installing ForeMost in HAL. We established a timeline for developing file plans and for training. If all technical issues and scheduling issues fit our timeline, we hope to have all of the HAL participants using ForeMost by Christmas.
8. September 24: The project team and the records analysts met to discuss the retention periods for the files in the Records and Forms Management Division's file plan. The team believes that disposal of electronic records using a RMA is more efficient and effective than the disposal process for hard copy records, but to take advantage of this efficiency, the retention periods need to be chronological, rather than conditional. Therefore, we discussed which files could be changed to chronological retention periods, and found many that could. We may need to revise the Records and Forms Management Division's Retention and Disposal Schedule to reflect these new retention periods.
9. September 25: The State Archives' staff were informed that they would become participants in the RMA pilot project. The staff asked many questions about how the software would impact them. Most of the questions were standard, but in addition the State Archives' staff is particularly concerned about using a RMA as an official recordkeeping tool without the ability to preserve long-term and permanent records.
10. September 30: Debbie Gearhart of the Records and Forms Management Division gave a

presentation at ARMA about the RMA Project. Approximately 400 people attended the session.

Accomplishments/Tasks Completed

- The project team received permission to use HAL as the test site for phase II of the pilot project.

RMA Project Monthly Report

October 2001

October 2: The project team provided a ForeMost demonstration to key HAL administrators. We discussed the implementation plan for phase II of the project, and their response was quite positive. The CIO was particularly interested in participating.

October 8: At the project team meeting we discussed the implementation of phase II, and our ongoing efforts to fix the version control problem with ForeMost.

October 8: The project team met with the SuperUsers. We discussed business process improvements and increased use of the ForeMost software among select individuals. We informed the SuperUsers that we have begun phase II of the project in HAL.

October 9: Deb Gouin gave a presentation about the RMA Project to the annual meeting of the Michigan Association of Government Computer Users.

October 10-11: The project team successfully disposed of almost 11,000 electronic documents that were authorized for destruction on the first disposal notices. We filed reports containing metadata for the disposed documents in ForeMost to document their destruction.

October 11-17: The search function in ForeMost stopped working during the disposition process. At first we thought the problem might be the index, so we ran an incremental and then a full index. These did not fix the problem, so we contacted TrueArc for assistance. We had to run a full index again, and send log files to TrueArc. When this failed to identify the problem, we decided to re-install the search server. However, ITSD identified that an interrupted query the project staff had run during the disposition process was the cause of the problem, and deleted it. This restored the search function without the need to re-install the server. Unfortunately, various mistakes during this process caused our users to work without the search function for almost a week. This situation was unacceptable, and the project team evaluated how we can prevent it from happening again.

October 19: The project team conducted the first orientation session for the HAL users. The directors of the business services and human resources attended this orientation and asked if their entire staffs could participate as users in the project. They saw opportunities for ForeMost to improve their business processes, but only if all relevant staff used it. The project staff agreed to add the additional 13 users the project.

October 19: Mimi Dionne's last day with the RMA Project. Mimi was hired by the records management program at the University of Texas, Houston, and is moving back to Texas. The project team and users wish Mimi the best of luck in her new position, we will miss her.

October 22: The project team discussed the development of file plans for the HAL users. We also discussed options for fixing the version control problem that started in late June.

October 24: Jim Kinsella informed the Records and Forms Management Division staff about a planned reorganization of the Department of Management and Budget. This reorganization will have a big impact upon the division and the RMA project participants. Many details are still unknown at this point.

October 25: The project team conducted the second orientation session for the HAL users.

October 26: The project team met to discuss the impact that the DMB reorganization and several ForeMost technical issues will have on phase II of the project. Many details are still unknown at this point.

October 30: Deb Gouin gave a presentation about the RMA Project to the Records Management class at Wayne State University, sponsored by the SAA Student Chapter.

Accomplishments/Tasks Completed

1. The project team conducted two orientation sessions for HAL employees who will participate in the project.
2. The project team completed its first disposal of electronic documents in the repository.
3. Mimi Dionne found another job and left the project team.

**RMA Pilot Project
Monthly Report
November 2001**

1. November 2: On October 23 the project team notified TrueArc that the phase II participants are using a different version of GroupWise e-mail software than the phase I participants, and we asked if this would cause a compatibility problem with the GroupWise macro. On November 2 TrueArc responded that they did not know if the macro would work with the higher version of GroupWise, and that their company did not have enough resources to test the macro.

The project team is working with the HAL and DMB information technology staffs to install ForeMost on one HAL computer so we can test the GroupWise macro ourselves. If this testing determines that the macro does not work, it is apparent that TrueArc will not have the resources to fix the macro, and as a result, we will not be able to deploy ForeMost to the HAL participants. The project team is continuing to develop file plans for the phase II participants with the hope that we will be able to successfully deploy the software in December or January.

2. November 2: Caryn and Deb worked on the file plan for the HAL Executive Office.
3. November 5-6: Debbie Gearhart and Mimi Dionne delivered separate presentations about the RMA project at the e-Records Solutions Conference in Houston, Texas.
4. November 5: The project team discussed file plan development assignments for the phase II participants.
5. November 5: Tora Bikson, our consultant, delivered the Interim Qualitative Report based upon her interviews with select project participants in July. This report will be posted on our web page shortly.
6. November 6: The project team conducted an orientation session for some of the new phase II participants.
7. November 6: Caryn and Deb worked on the file plan for the Michigan Historical Center Administrative Office.
8. November 7: The project team conducted the final orientation session for the new phase II participants.
9. November 7: The project team met with Debbie Gearhart because she volunteered to work with Doug to develop the file plans for the HAL Business Services and Human Resources offices. We discussed the project schedule and the methodology for developing RMA file plans.
10. November 8: Caryn and Deb worked on the file plan for the HAL Executive Office.
11. November 9: TrueArc started to request additional information from the ITSD about our technology environment in an attempt to diagnose the cause of the version control problem that started on June 25.
12. November 13: Doug worked on the file plan for the State Archives of Michigan.
13. November 14: TrueArc submitted a plan for attempting to fix the version control problem that included ITSD sending them an image of our desktop environment. ITSD agreed to send TrueArc the image so they can evaluate it and attempt to solve the problem. However, there are not guarantees that this will diagnose or solve the problem. The image was mailed to TrueArc on November 26.

14. November 15: Caryn attended the Michigan Historical Commission meeting and provided a short update about the status of the RMA project. There was interest among one Commissioner to see a RMA installed in Michigan's judicial branch.
15. November 16: Caryn and Deb worked on the file plan for the HAL Executive Office.
16. November 19: The project team discussed our continuing software vendor problems and the new Interim Qualitative Report.
17. November 20: Deb worked on the file plans for the HAL CIO and the Michigan Film Office.
18. November 26: Tora Bikson delivered a draft of the second survey that will be distributed to the phase I participants in January.
19. November 26: Caryn worked on the file plan for the State Archives of Michigan.
20. November 29: Deb worked on the file plan for the State Archives of Michigan.
21. November 29: Received ForeMost Enterprise 2.5. The project team will work with ITSD to schedule the testing and installation of the new version.

Accomplishments/Tasks Completed

- The project team conducted two orientation sessions for HAL employees who will participate in the project.
- The project team began evaluating existing filing systems to develop file plans for the HAL employees who will participate in the project.
- Presentations about the RMA project were delivered at the e-Records Solutions Conference.
- The project team received the Interim Qualitative Report from our consultant.

**RMA Pilot Project
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December 2001**

1. December 3: The RMA Team meeting focused upon the final survey we will conduct with the phase I participants for the formal business process analysis. We hope to distribute the survey in January.
2. December 3: Caryn and Deb worked on the file plan with the Michigan Historical Center Administration.
3. December 5: Debbie Gearhart and Doug worked on the file plan for the HAL Business Services.
4. December 7: Caryn and Deb worked on the file plan for the HAL Administration.
5. December 7: The RMA Team met with the DMB and HAL IT staffs to discuss the deployment of ForeMost within HAL. DMB agreed to send the software to HAL so they could test the installation in their environment.
6. December 10: Debbie Gearhart and Doug worked on the file plan for the HAL Business Services and Human Resources.
7. December 13: The RMA Team met with the records analysts to discuss how ForeMost has been used as a collaborative/file sharing tool since it was installed.
8. December 14: TrueArc notified the RMA Team that they could not replicate or determine the cause of our version control problem through the tests they conducted of our environment. They believe the problem may exist within the server, instead of the desktop, which they cannot evaluate remotely. We decided to go ahead with a previous plan to re-install the indexing portion of the search server, with the hope that this will correct the problem.
9. December 14: The RMA Team met with our colleagues from Allegan County, Michigan to compare the progress of our RMA projects and to discuss the ForeMost software.
10. December 17: The RMA Team meeting focused on the eventual transfer of the ForeMost server from DMB to HAL, the next survey that will be sent to the phase I users, and completion of phase I which will include an offer to let phase I users discontinue use of ForeMost.
11. December 18: The RMA Team updated the Electronic Records Committee about the progress of the RMA project, and we received encouragement and ideas about increasing awareness among state government about the project and the lessons learned.
12. December 18: Doug worked on the file plan for the HAL Administration.
13. December 19: HAL IT successfully installed ForeMost and connected to the repository on the DMB server using a test computer. This means that we can deploy ForeMost to the computers of the phase II participants once version 2.5 is installed.
14. December 21: The RMA Team worked on the second quarterly disposal of electronic records from the ForeMost repository.
15. December 26: ITSD uninstalled and re-installed the indexing portion of the search server, however this failed to correct our version control problem.